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Co-operation and the Future of Industry. By LEONARD S. WOOLF.
London: George Allen & Unwin Ltd. New York: Macmillan
Co. Pp. 141. \$2.00.

Students of social reform programs are familiar with the rapidity with which the Rochdale co-operative movement lost the revolutionary zeal and idealism of its Owenite founders and became practical, sensible, and worldly in its aims. Mr. Woolf has set himself the task of calling back the early vision and lifting the movement again to the millennial heights. He sees in consumers' co-operation the best chance for a re-organization of industrial society along satisfactory, i.e., democratic, lines. After a brief introduction on the social unrest follows a very informative historical and descriptive sketch of co-operation in Great Britain. The author then discusses (in chapter iii) the fundamentals of the organization as "A Democratic System of Industry." Chapter iv treats of the labor problems of the movement, the relations of the consumer-owners to the producer-employees, and chapter v of the changes necessary and difficulties to be overcome in extending the system over the whole field of industry (as far as the essentials of life are concerned) and transforming it into the co-operative commonwealth of prophetic dreams. The last chapter, on "Co-operators and Political Action," draws an outline picture of the society of the future and discusses the relations (in England in 1918) between co-operation and other working-class programs.

The book is of course optimistic, but is extremely fair in tone, candid, and even critical in its optimism. The points of objection or disagreement raised in the reviewer's mind cut rather deeply into the fundamental presuppositions of social reform. The author's perpetually reiterated contrast between production for the use of all and production for the profit of the few seems overdrawn. He does not recognize that competition theoretically gives control to the consumer, or inquire as to how far or why it fails to do so in practice. In fact the relegation of the present system to the discard is taken too much as a matter of course. Nor are the ultimate problems of the proposed substitute system more than touched—many not so much as that. Nothing is said of property, education, inheritance, or family relations under the new order; the inherent difficulties of voluntary democratic control are very lightly passed over, and the proposal to distribute the heavy and disagreeable work by conscription on the basis of a physical examination will fail, we fear, to appeal strongly to large circles. The general idea of a large degree of regimentation in the production and distribution of

things essential to health and efficiency, combined with liberty in "luxuries," is probably what we shall have to come to; but Mr. Woolf has thrown little light on the solution of the staggering problems of detail which swarm into view when we consider carrying out the suggestion.

Perhaps the most serious criticism, and one cutting most deeply into fundamentals, is the author's much emphasized assumption that the sole legitimate aim of economic life is the consumption of goods, that as a starting-point all industrial productive activity must be recognized as an evil, though a necessary one. Our older economics ran in terms of human needs; latterly we are making more use of the term "wants" instead; it is time to face the fact that even this concept is too much "ontologized." We really know very little about human motives, and still oversimplify them disastrously in nearly all discussion. Some criticism of the existing order amounts virtually to contending that a game is unfair if anybody comes out ahead. Real human *needs* have in a sense a first place in our thinking; but not only is it impossible to tell definitely what these are, but however defined, their place in the problem of social organization is after all a relatively small one. The larger problem is to arrange things so that people will find their lives interesting and will grow into such personalities that they can respect themselves, admire others and enjoy their society, appreciate thought and beauty, and in general look upon creation and call it good. Question may be raised as to just how much will be contributed to this end by giving the worker any new sort of suffrage (in addition to that which he already has as a voter and free chooser of his own work and expenditure of its proceeds) for the control of industry.

The book is very well written indeed, and makes interesting and stimulating reading. It is unfortunate that it seemed necessary to print it in such small type. It has a good index, and is a useful source of information in regard to the British co-operative movement, outside of its missionary appeal.

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Employment Psychology: The Application of Scientific Methods to the Selection. Training, and Grading of Employees. By HENRY C. LINK, PH.D. New York: Macmillan, 1919. Pp. 435.

By virtue of his connection as psychologist with the Winchester Repeating Arms Company, the author enjoyed unusual opportunity